



ON AND INDUSTRY  
IVING TOGETHER

2006-2007





40<sup>th</sup>  
anniversary

**GENERATING  
ACHIEVEMENT  
FOR 40 YEARS**

1973

**Paul Rowan**

Graphic Design Co-founder and  
Vice-president of Umbra, a worldwide  
leader in design for the home

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**Minaz Abji**

Hotel Administration Execu  
Vice President of Host Hotels  
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ANNUAL REPORT 2006-2007



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*— Anne Sado, President, George Brown College*

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## GENERATIONS OF ACHIEVEMENT: PAST, PRESENT, AND FUTURE.



*A. Sado*

Anne Sado,  
 President,  
 George Brown College



*Geri Markvoort*

Geri Markvoort,  
 Chair, Board of Governors,  
 2006-2007

Great achievements are measured not only by their immediate results, but by the legacy they leave for future generations. In 2007, George Brown College celebrates the 40th anniversary of its founding and of its commitment to the achievement of its students, industry partners, staff and employers. Although the College has changed considerably over the years, that original commitment has held firm and today the College can boast one of the best records in the country for identifying the long term needs of the workforce and developing an educational platform to meet those needs. It is a legacy of which everyone involved with GBC can be proud.

Looking back, George Brown's impact has been far reaching and significant. From developing productive industry partnerships and addressing skills shortages in the workplace, to rejuvenating local communities in the Greater Toronto Area, GBC has truly become a key contributor to the province's economic and social development. It is a legacy which continues to be passed down to new generations of GBC students and graduates.

At the same time, we are continually building upon that legacy to meet the evolving needs of our industry stakeholders. By listening to employers, GBC is able to deliver the relevant, hands-on education and training that allow our graduates to attain the careers they want, and enable our industry sectors to remain competitive.

In 2006-2007, we continued to work with our partners to strengthen the bridge between student learning and employer needs, focusing on programs that will generate economic prosperity for Toronto, Ontario and Canada. Along with innovative programs, the number of student work placements among our industry partners continues to expand, giving our students the crucial in-field experience that benefits employers.

As the dynamic business environment and changing demographics drive up demand for education and training, GBC is continuously responding and staying ahead of the curve. Our collaborative approach, such as our work with the provincial government on programs to encourage youth employment safety and assisting with first generation

students' access to post-secondary education, puts us at the forefront of addressing Ontario's overall economic and educational needs.

To the individuals and organizations who have become a part of the George Brown legacy, we thank you. To other industry and business leaders who share our pursuit of a strong and prosperous Ontario, we invite you to join us. To our students, graduates and alumni, we congratulate you on your accomplishments and wish you continued success. To the staff of George Brown College, we thank you for your dedication and contribution to our continued success. After 40 years of working in tandem with industry and the community, now is the time to celebrate our achievements—past, present and future.



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*"Graduates of the Computer Systems program at George Brown are valuable contributors with a solid understanding of business practices and practical skills that employers demand in technologies industries. They are well trained to apply their skills."*

— Shaikat Mulla, Director, Engineering, Paging/Data, Rogers Wireless Inc

## THE PATH TO LEADERSHIP

Inspired by a commitment to achievement through excellence in teaching and applied learning, we will set the benchmark to which all colleges will aspire and be recognized as a key resource in shaping the future of Toronto.

With this vibrant and dynamic drive, we will build a seamless bridge between students and employers as we develop work-place-ready graduates, who will be their candidates of choice.

Energized by the principles of access and diversity, we will create a community grounded in mutual respect and accountability in everything we say and do.

### George Brown College's Core Values:

**L**earning Community:  
We foster an environment of reciprocal dialogue to ensure learning, solve problems and strengthen the GBC community.

**E**xcellence:  
We commit ourselves to delivering a "GBC standard" of quality and superior performance.

**A**ccountability:  
We hold ourselves responsible to ensure the future sustainability of GBC—academically and fiscally.

**D**iversity and Respect:  
We show mutual respect for each other within the community of GBC, including all of our stakeholders, in all our behaviour.



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## FOUR DECADES OF **ACHIEVEMENT**

*“There will continue to be a high demand for RPNs and George Brown has pioneered a practical and responsible approach to delivering graduates who are prepared for the demands of the job.”*

— Dianne Martin RPN, RN, BScN,  
Executive Director, Registered Practical  
Nurses Association of Ontario

With a forty-year history of educating students in the heart of Toronto, George Brown College is fully woven into the economic, cultural and social fabric of the city. GBC is one of Canada's largest, most diversified and highly respected post-secondary institutions, and serves a broad and vibrant student body with a rich program mix of apprenticeship training, certificates, diplomas and degrees. The College has three main campuses in downtown Toronto at Casa Loma, St. James and Ryerson University, along with 10 training facilities, from which it offers 150 full-time programs, and

1,200 continuing education courses. Students can pursue their career goals choosing from 112 diplomas, 5 degrees and 32 certificates.

Since its founding in 1967, the College has helped launch rewarding careers for tens of thousands of people. George Brown's student body – 14,000 full-time students (including 1,400 international students) and more than 60,000 continuing education registrants in 2006–2007 – is highly reflective of the community in which the College operates.

In 2006–2007, demand for George Brown continued to grow and reached a historic high. In fact, GBC received the second highest number of applicants in all of the Ontario college system.



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## NEW GENERATIONS OF ACHIEVEMENT BEGIN HERE

*"GBC is the construction industry's centre of excellence with a 4 year degree program designed by the industry – for the industry – with the guidance of knowledgeable academic practitioners. GBC is shaping the industry's brain trust and the construction leaders of tomorrow*

– Temple W. Harris, Vice Chairman,  
Vonbas Construction Corporation

### Industry Connectedness

When employers and students are brought together at George Brown College, something very special happens. As a mutually beneficial relationship is encouraged to develop and grow, new and exciting possibilities begin to take shape. What were once challenges are now fresh opportunities. For GBC, another generation of achievement is born.

Employers are eager for highly trained, workplace-ready graduates, and students who are keen to apply their unique skills to the job at hand. By partnering with stakeholders in industry, GBC is able to connect employers with the right students, both directly and indirectly.

Our industry relationships allow us to remain responsive to the current and future needs of employers by designing programs and curriculum that are relevant and up to date.

This, along with the wealth of industry knowledge and experience from our faculty, brings employers and students closer together in order for both to reach a higher level of achievement.

Working with stakeholders in industry, GBC established innovative new partnerships in 2006–2007 that continued to build the bridge between employers and students.

Among the highlights of our achievements with industry partners in 2006–2007:

> **World House project** GBC's Institute without Boundaries in the School of Design received multi-year commitments from the Harbinger Foundation, the Canada Mortgage and Housing Corporation, and the Canadian International Development Agency for its project focused on sustainable housing and water.

> **Strategic Relationship Marketing program.** As part of their curriculum, students in GBC's School of Business will be eligible for the Association for the Advancement of Relationship Marketing's (AARM) professional certification upon their graduation. In addition, students are invited to AARM's networking events, including executive briefings and workshops.

> **School of Emergency Management.** \$2 million was provided by CAE to facilitate the opening of GBC's new School of Emergency Management within the Centre for Continuous Learning, addressing the growing demand from business and public sectors for training in this emerging discipline.



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*"Within the Canadian colleges sector, it is clear that George Brown is the leader in interprofessional education for collaborative patient-centred practice."*

—John Gilbert, Project Lead, Canadian Interprofessional Health Collaborative, University of British Columbia

#### Student & Graduate Success

Each new generation of graduates entering the workforce brings its own unique set of values, attitudes and technological know-how. Indeed, organizations that are able to adapt to and integrate each generation's distinctive strengths stand to gain the most in today's competitive economy.

Yet within this dynamic business environment there is one rule that will never change – students must acquire the right workplace-ready skills and attitude in order to become the top choice of employers. All of this is why GBC is focused on providing students with real-world, hands-on applied learning provided by a faculty dedicated to excellence in teaching.

By working to ensure student success, GBC is committed to developing graduates who not only get the jobs they want, but build the careers they want. Impressively, nine out of 10 grads are working within six months of graduation.

Among the highlights of our efforts to ensure student success in 2006–2007:

> **International partnerships.** GBC continued to expand its international reach through a number of new initiatives, including two hospitality and tourism program partnerships with institutions in Mumbai and Chandigarh, India; an early childhood education partnership in Suzhou, China; and a commitment to launch a new construction management program in Shanghai, China.

> **Advancing health care.** In 2006–2007 GBC opened a new Simulated Practice Centre, a state-of-the-art clinical simulation equipment lab. The College now has two Controlled Applied Learning Environments for Health Sciences students. These investments are part of the Centre for Health Science's continued push to provide interprofessional education – an interdisciplinary, team-based approach that is aligned with the evolving needs of today's health-care environment.

> **Enhancing the student experience.** Construction and expansion of the new Career Centre at the Casa Loma campus was completed, further facilitating the delivery of career services to students, including assistance with resume writing, interviewing skills and job search.

> **More options for student development and growth.** George Brown's chapter of Advancing Canadian Entrepreneurship (ACE) was established, providing students with the unique opportunity to develop their entrepreneurship skills by helping those in need create their own businesses. Students showcase their community impact via regional and national competitions, and ACE George Brown received the 2007 Start Up Of The Year award.



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## ACHIEVEMENT THROUGH THE GENERATIONS

*"George Brown College continues to offer high quality, multi-dimensional talent solutions to the hospitality and tourism industry. Their focus on continuous improvement, diverse industry partnerships and broad based approach to adult learning will ensure their continued success and relevancy to our dynamic industry. We will continue to support the excellent work of the College."*

— William Pallett, Sr. Vice President,  
 People & Quality, Delta Hotels

### Academic Excellence

The key building block for every new generation of achievement is past achievement. By building upon the best successes of the past and present we ensure that subsequent generations not only achieve, but achieve more. That's why GBC's prized faculty is comprised of professors who not only come from successful careers in industry but maintain their close connections to the private sector in order to pass their knowledge and understanding of current practices onto their students.

George Brown's overarching Academic Strategy is to make excellence in teaching and applied learning the first and foremost element of a GBC education — one that leads our graduates to the jobs they want. Because professors are often the critical first point of contact between students and employers, GBC places a firm focus on recruiting teachers with outstanding credentials from industry. Many of our teachers are dual professionals — highly skilled teachers who are recognized experts in their sectors. Combining this with motivated students and learning-

focused facilities such as "smart" classrooms, GBC prides itself on being a channel through which achievement is refined and passed down through the generations.

As the bridge between employers and students, GBC professors understand how important their roles are in preparing students to succeed in the workplace and fulfill their dreams of getting the careers they want.

Among the highlights of peer and industry recognition for GBC and its staff in 2006-2007:

> **The Province's Best College.** Named "best college" in an Environics Research poll on post-secondary institutions, and achieved a number two position in top of mind awareness among all Ontario colleges.

> **Teaching Excellence.** Presented with the 2007 Ontario Association of Certified Engineering Technologists and Technicians' "Outstanding Educator" award in the Centre for Construction and Engineering Technologies.

> **Activism.** Received the 2006 NOW Magazine award for "Toronto's Best

Activist" in the Centre for Community Services and Early Childhood's Assaulted Women and Children Counsellor Advocate Program.

> **Leadership.** Granted the Chair Academy's "Exemplary Leaders" award for GBC Human Resources and Staff Development's creation of the Canadian Society for Professional and Organizational Development (CSPOD), developing a Faculty Portfolio program, promoting the Teaching Squares Project, and initiating the Specialist Series of Programs.

> **Communications.** Won the Canadian Public Relations Society's Achieving Communications Excellence (ACE) award for "Employee Communications Campaign of the Year" in recognition of GBC's internal communication and launch of The Path to Leadership, Core Values, and Logo Launch.

> **Annual Report.** Received a Judge's Choice award for GBC's 2005-2006 Annual Report for excellence in design and production as part of Unisource Canada, Inc's National Annual Report Competition.



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## GENERATIONS OF ACHIEVING FOR THE COMMUNITY

*"The interprofessional approach George Brown College is taking recognizes the Dental Assistant as a major contributor to a patient's health and wellbeing. We hope this approach will resonate among other educational institutions and into the professional scope."*

—Judy Melville, Executive, Director,  
Ontario Dental Assistants' Association

### Social Responsibility

From the moment of its founding forty years ago until today, George Brown has existed as an integral part of the wider community. This legacy means that GBC has always been, and will remain, dedicated to the notion that each generation of achievement that emerges from inside its walls should make a difference in the broader community.

George Brown carries out its responsibility to the community by remaining connected through a number of outreach programs. The College's goal is to become a key resource for GTA community agencies, bringing new opportunity and hope for a brighter future to those in most need. In addition, GBC focuses on developing outreach programs aimed at removing barriers to post-secondary education.

By seeking to improve our community through compassion and education, GBC is upholding its commitment to enable others to succeed – a commitment that no generation of achievement is complete without.

Among the highlights of our achievements in the community in 2006–2007:

> *Recovering at-risk and abused women.* George Brown, partnered with Direct Energy Essential Home Services and Nellie's Shelter to launch a residential air conditioning systems mechanic training program for abused and at-risk women. Women in this program benefit from a supportive learning environment and the opportunity to become economically independent, a key factor in recovering from abuse.

> *Integrating new Canadians.* GBC established its Centre for International and Immigrant Education in 2006, further solidifying the College's position as a key deliverer of projects aimed at supporting our immigrant population's effective entry into the Canadian workforce and society.

> *Access to education.* The College participated in Minister of Training, Colleges and Universities Chris Bentley's First Generation Advisory Committee and Minister of Labour Steve Peter's Under 24 Employment Safety Council thereby continuing to build on GBC's role as an important partner in Ontario's broader educational and economic environment.

> *Programs that care.* GBC bolstered its social services-focused programming and projects by creating 15 new community partnerships for students in its School of Social and Community Services. In addition, three new programs were created in collaboration with Goodwill and the Fred Victor Mission.

> *Outreach.* Community outreach programs such as Toronto Clean Up, flu clinics and the annual Peace of Cake continued to be a prominent part of the George Brown experience for many staff and students. At the 2006 Peace of Cake event, volunteers from GBC and the Canadian armed forces baked, assembled and delivered nearly 1,500 gift baskets of holiday treats to the Veterans at Sunnybrook Hospital, residents of Regent Park and the Yonge Street Mission.

> *United Way Leader.* GBC's United Way campaign in 2006–2007 was the most successful in the College's history, placing it once again as the United Way leader among all GTA colleges and for the first time among all GTA public sector organizations. This achievement, and the generosity of George Brown staff and faculty, was recognized with a Spirit Award.



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*- William F. Smith, General Manager, Siemens Canada Ltd.*

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## ENSURING FUTURE GENERATIONS OF ACHIEVEMENT

### Financial Accountability

George Brown's achievements rely on maximizing the utilization of scarce resources – a necessity in order to meet our objectives and effectively serve all our stakeholders.

In 2006–2007, GBC exceeded its enrolment targets and balanced its budget within the framework of a "balanced scorecard."

Highlights among the financial achievements in 2006–2007:

> **Fundraising success.** The George Brown College Foundation raised \$416,716 for the Ontario Trust for Student Support (OTSS) program, which was increased to a total of

\$1,052,950 with the Ontario government's enhanced matching contributions.

> **Largest distance learning school in Canada.** George Brown has more distance learning registrants than any other post-secondary school in Canada, and more than nine times the number of students than the next largest college in Ontario. GBC also continued to grow its U.S. distance education revenue, exceeding targets for 2006–2007.

> **Applied research.** A major step was achieved with the establishment of GBC's International and Applied Research Division. Three years of

funding was confirmed from the Ministry of Research and Innovation as a member of the Colleges of Ontario Network of Industrial Innovation (CONII) consortium, amounting to approximately \$96,000 each year.

> **Market leader.** George Brown is the third largest college in the province, but most importantly leads all other Ontario colleges in academic reputation\*. GBC leads market share in several program areas including Health Sciences, Hospitality & Culinary Arts, Social & Community Services and Construction Management & Trades.

\*Source: 2007 College Applicant Survey, Academica Research, OCAS Full Enrolment Report 2005–2006.



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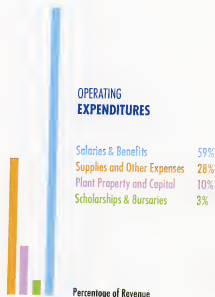
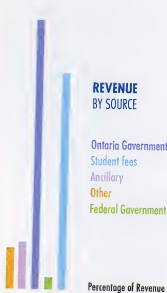
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 Christopher Boyle  
 (Vice Chair)  
 Michael Eubanks  
 Gordon Gow  
 Chris Griffin  
 Cynthia McDonagh  
 Randy McLean  
 Noella Milne  
 Jan Rush  
 Marjorie McColm  
 Maureen O'Halloran  
 Anne Sado  
 (President, Ex-Officio)  
 Dianne Saldanha  
 Tom Tomassi



## FINANCIAL REPORT

During the fiscal year 2006–2007, the College's total revenues, at \$199 million, were ahead of budget while expenditures tracked according to the budget plan, thereby producing a positive operating ratio. The excess revenue over expenditures largely

reflected the new provincial operating funding support which was announced and received during the latter part of the fiscal year. The resultant financial stability of the College enabled us to provide academic and support services to

14,000 post-secondary students and 60,598 continuing education registrants and to continue to invest in the many strategic initiatives noted elsewhere in this report.



## GENERATING ACHIEVEMENT FOR 40 YEARS

1973

**Paul Rowan**  
Graphic Design Co-founder and  
Vice-president of Umbro, a worldwide  
leader in design for the home

1975

**Minaz Abji**  
Hotel Administration Executive  
Vice President of Host Hotels  
and Resorts, Inc.

### CONTINUED ACHIEVEMENT

George Brown College has laid out ambitious goals for 2007–2008 that will continue to drive the College along its Path to Leadership and toward setting the benchmark to which all other colleges will aspire.

#### Student Success

- Achieve Year 3 Milestones for Academic Strategy
- Increase number of full time faculty as per MYAA
- Implement Immigrant Education model and offerings
- Continue to focus on continuous improvement of the student experience as reflected in KPI metrics
- Achieve year 2 milestones of the E-Learning Plan, including development of new distance education program
- Negotiate and finalize at least 2 new university–college articulation agreements

#### Financial Viability

- Meet budget targets
- Meet enrolment targets
- Increase distance education revenue by 10%
- Maximize additional grants to support new initiatives, including launch of 3 new research projects in 07–08
- Establish additional international partnership and launch two new joint programs

#### Staff Success

- Implement action plan from last Employee Survey, including plan for communication, Rewards and Recognition and Student Learning First.
- Improve overall employee satisfaction in next survey as compared with 2006 survey
- Build research capacity by engaging faculty and achieving funding agency eligibility
- Complete and evaluate faculty performance pilots. Finalize process and establish phased roll-out of full plan

#### Process

- Complete Academic Strategy Process Improvements and achieve expected benefits
- Complete Call Centre Reengineering implementation
- Implement Identity Management and first phases of the Portal project

#### Positioning

- Complete 40th Anniversary Celebration events, including Alumni homecoming event
- Complete Brand Identity rollout
- Begin implementation of new Apprenticeship Strategy
- Launch new School of Emergency Management

#### Other Key Initiatives

- Complete 215 King E. renovations
- Effectively implement college capital program (\$8.4M)
- Develop Green Plan for GBC and begin implementation
- Complete Master Space Plan

7  
ie Kennedy  
k Apprenticeship  
owned Toronto chef  
owner of Jamie Kennedy  
hens

1983  
**Daniel Blocka**  
Clinical Methods in  
Orthotics/Prosthetics  
First Canadian president of  
the International Society of  
Prosthetists and Orthotists

1985  
**Daniel MacIvor**  
Theatre  
Award-winning actor, director  
and writer in Canadian theatre  
and film

1986  
**Christine Cushing**  
Food and Beverage Management  
Host of Christine Cushing Live on  
Food Network Canada

1989  
**Dr. Anthony Brissett**  
Dental Assisting and Nursing  
Director of Facial Plastic  
Surgery Center at the  
Baylor College of Medicine

1989  
**Kimberley Newport-Mimr**  
Apparel Manufacturing Manag  
Owner, designer of Pink Tartan, o  
of North America's most in-dema  
clothing lines



1997

**Beth Jordan**

Community Services

2005 recipient of YWCA

Toronto Women of Distinction

Award for social justice

2002

**Sharon Menow**

Community Worker

Member of the Coalition

for a Public Inquiry into

Ipperwash